

THE SECRETARY OF STATE
WASHINGTON

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August 7, 1962

MEMORANDUM FOR: Special Group (Counter-Insurgency)

SUBJECT: Interdepartmental Field Visits

In response to the President's National Security Action Memorandum No. 173, the Department of State has undertaken to organize Interdepartmental Teams for the purpose of implementing the President's directives. The purpose of this memorandum is to outline the course of action which the Department of State proposes.

Objectives of the Survey

The State Department views the objectives of the proposed surveys as follows:

1. to ascertain whether our country team plans are adequate to meet existing conditions, are consistent with our national interests and policy objectives, and are based upon reliable intelligence.

2. to ascertain whether US Government officials under the leadership of the Ambassador, are pursuing the country team plans aggressively and effectively enough. (for example, given the local situation, is there adequate contact with youth, labor, opposition and other outside-government groups as well as with Government circles.)

3. to ascertain

~~CONFIDENTIAL~~

CONFIDENTIAL

-2-

3. to ascertain whether the Ambassador is fulfilling his role as leader of the country team, is familiar with all country team programs, and is thoroughly aware of all policy directives from Washington to country team members.

4. to ascertain the "total image" of the country team operation in the country under survey, including the standing of the Ambassador and the country team in the local community.

In pursuing the foregoing objectives, the survey teams will make a detailed analysis of the total American operation in the countries under survey and will attempt, whenever possible, to apply a standard set of criteria for the assessment of all information gathered. The teams will consult with the Ambassador and his staff, as well as with foreign nationals and Americans resident in the countries under survey.

Composition and Size of Survey Teams

The peculiar circumstances existing in the countries to be surveyed will govern both the composition and size of each team. The teams will be chaired by representatives of the Department of State who have had experience with the problems of underdeveloped countries. In addition to the Department of State, [redacted]

[redacted] will be represented as appropriate to the conditions in a given country. From time to time a public member may be added. In no case is it anticipated that any team will consist of more than four members plus an executive assistant from the Department of State.

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CONFIDENTIAL

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CONFIDENTIAL

-3-

The Department of State will decide which agencies are to be represented on each team and will then request those agencies to name individuals who could serve, reserving the right to reject any nomination which, in the judgment of the Department of State, would not further the basic objectives of the team. It is anticipated that other agencies will nominate high-level officials who have broad experience with developing countries.

The team will operate as a unit. Each member of the team will consider himself responsible for an evaluation of the whole country team program in a given country and not merely for that portion pertaining to the normal function of the agency he represents.

Countries to be Visited and Operating Procedures of the Team

The first countries to be visited will be the four Latin American countries of the Dominican Republic, Colombia, Brazil and Argentina. Further visits will be planned to other developing countries in which the United States has a special interest.

Before each team goes into the field, it will be thoroughly briefed on all matters relating to the countries to be surveyed. The executive director of the team will acquire and disseminate to the members of the team all reports, studies and directives which have any bearing on the American operation in the countries to be visited. These documents will include, but not be limited to, the all outstanding policy guidelines,

Military Collection Guides and Requirements, Descriptions of USIA, A.I.D. and MAP Programs,

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CONFIDENTIAL

CONFIDENTIAL

-4-

[redacted] communications to and from elements of the country team during the last year other than those of an administrative nature, the Joint Study Group Report, NIE's, and SNIE's. It is hoped that the teams will have an opportunity to meet with the Special Group (CI) before leaving for the field.

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At the conclusion of each field visit, the team will return to Washington and write its report for the Secretary of State. The report, pursuant to the directive contained in NSAM No. 173, will be forwarded by the Secretary of State to the President. The report will contain both an analysis of the situation existing in the countries under survey and specific action recommendations. Periodic reports concerning the implementation of approved recommendations will be made to the President through the Secretary of State by the Department of State and other Departments and Agencies having responsibility for such implementation.

The Latin American Project

The first team will visit the Dominican Republic and Colombia. In addition to a representative from the Department of State, the team will consist of high-level representatives from [redacted]

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The schedule for the first team is as follows:

August 15-25 - The team will engage in extensive briefing on the countries to be visited.

By September 1 - The team will depart for the Dominican Republic (or Colombia).

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CONFIDENTIAL

CONFIDENTIAL

-5-

No later than October 1 - The team will return to Washington and commence the preparation of its analysis and recommendations.

By October 10 - The report will be submitted to the Secretary of State for transmittal to the President.

A second team will begin its briefing during the first week of September and will depart for Brazil and Argentina approximately the middle of September.



Dean Rusk